Deaconess Hospital

Pulse

New England Deaconess Hospital
185 Pilgrim Road
Boston, Massachusetts 02215

March 1989

Annual meeting looks toward challenging future

"Members of the medical staff and management worked together like never before to come up with creative, sensible, and workable changes in administrative and clinical practices," said Colby Hewitt Jr., chairman of the board, in describing 1988 results at the annual meeting of NEDH Corp. "Employees were asked to work harder and to take on new responsibilities, all in the interest of helping to turn the Deaconess around. My thanks go to all these people."

Laurens MacLure, president, spoke on the hospital's 1988 financial turnaround at the Annual Meeting in January.

In his remarks, Laurens MacLure, hospital president, spoke about the past and current years and hopes for the future. "Fiscal 1988 was without a doubt one of the most challenging we have ever faced," he said. "We brought the hospital back financially by increasing admissions, decreasing length of stay, and controlling expenses, while maintaining our high standards of care. Everyone worked together as a team; everyone pitched in and got involved."

Three months into FY 1989, MacLure said that many of the problems faced last year have not gone away. "We continue to fight to retain revenues or defend expenses; and we plan to recoup funds by appealing arbitrary decisions as we did last year." He also assured those attending that administrative and clinical management is determined to produce a satisfactory result in 1989.

In the future, according to MacLure, the Deaconess's success will be linked directly to the quality of all its people. He said, "the excellence of the clinical, teaching, and research programs, and the people involved in them, will stand us in good stead as we move toward the future."

On behalf of everyone at the meeting, Hewitt expressed appreciation for MacLure's hard work during his tenure as president and for taking on many difficult tasks. In turn, the president thanked everyone for their support and understanding over the past 14 years, saying, "I am proud to head the

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Attention shutterbugs! Enter the Deaconess photography contest

During the past several months, employees have been encouraged to take the stairs because of the Farr elevator renovation. To further encourage stair climbing, the hospital will sponsor an employee photo contest, with winning photos to be displayed on the Farr stairwell landings. The contest is an exciting opportunity for employees to share their talent and creativity with fellow employees. Contest rules are as follows:

Theme: Leisure (non-work-related subject matter)

Contest dates: March 1 - April 28

Categories: There will be two judging categories: black and white, and color. Three prizes will be awarded in each category. Prizes include photography books and photo store gift certificates.

1. Entrants must be amateur photographers—they cannot support themselves by taking photographs.

2. Entrants must be regular full-, part-, or limited part-time employees of the hospital (scheduled to work at least 20 hours per week). Public Relations and Media Services employees are not eligible for this contest.

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And the survey says . . .

The final results of the employee attitude survey have arrived, and the issues raised are being discussed throughout the hospital. Early in February, a consultant from Management Science Associates, the firm that processed the surveys, met with supervisors to explain and discuss the results of the survey, which more than 1,200 Deaconess employees completed last November.

Each supervisor and department head received a printout of results for his or her area and for the hospital as a whole, listing norms for 16 categories. "We were pleased with the overall hospital results, which favorably compare with results from other hospitals," says Jim Collins, employee relations manager. "We were significantly more positive than the industry in the areas of resource utilization, employee participation, benefits, and supervision. However, employees also raised several issues of concern, which will be addressed in the coming months."

Through the written comments section of the survey, employees expressed particular interest in upgrading the hospital's appearance, improving the cafeteria, and in the establishment of programs to offer day care, earned time off, and the Blue Cross/Blue Shield Master Health Plus insurance plan.

"Senior management is committed to responding to these concerns," says Collins. "As many people are aware, funds already have been allotted for day care, and management is currently discussing ways to address the other issues."

Meanwhile, supervisors and department heads are meeting with employees in small groups to go over the results and discuss how area-specific problems can be solved. These sessions provide an opportunity for grass-roots participation in problem-solving, as employees' suggestions can be passed on to department heads and then to senior management for consideration.

"We will be prompt in responding to matters that can be addressed immediately," says Collins. "It is important, however, that priorities be set, since some questions take more time and planning to address." While the process of dealing with issues raised by the survey will continue for the next 12-18 months, management will keep employees apprised of these efforts through periodic meetings and reports.

SURVEY UPDATE

New Lowry Building radiology, laboratory facilities under construction

Modern, centralized facilities for outpatient radiology and lab tests in the Lowry Building (110 Francis Street) will offer more comfort and convenience to patients and help save money through streamlined operations. The construction underway on the building's ground floor includes renovation of the laboratory, relocation of the radiology suite currently on the second floor, and a centralized patient waiting area.

"This project came out of a management retreat where we discussed several ways to cut operating costs," says Gail Graham, manager of Administrative Services, who is responsible for the project. "By putting the lab and radiology areas together, we can consolidate the patient registration functions. And, of course, it's more convenient for the patients, who only have to go to one location for their tests."

Construction has begun on the lab and waiting area, and it is anticipated that they will be completed in March. The radiology suite, which will be larger and more up to date than the current facility, should be ready for occupancy during the summer.

"Our current 110 Radiology suite includes two R&F [radiology and fluoroscopy] rooms and a general radiology room," says Hugh Wheeler, administrative director for Radiology. "The new area still will have the R&F rooms and one general room, but it also will have a dedicated chest unit, a mammography unit, and an ultrasound unit."

New equipment already has been purchased for the R&F, ultrasound, and chest units. One of the two state-of-the-art mammogram units currently located on Farr 2 will be moved to the new area, and it is hoped that new equipment can be purchased for the general radiology room.

Wheeler says, "It should be much more pleasant for outpatients to have their procedures done at 110. And moving some activities out of the hospital will take pressure off our inpatient facilities."

Carpenters prepare one of several reception desks in the new waiting area that will serve the outpatient lab and radiology suites in the Lowry Building.

Nutrition to go

Contrary to popular belief, it is possible to eat and exercise right while maintaining a hectic schedule. "Many people incorrectly believe that taking care of oneself takes too much time and energy," says Marilyn Dillon, M.S., R.D., ambulatory care dietician. "In fact, eating the right foods and exercising provides people with more energy to do the things they need to."

Following are some nutrition tips that can help anyone stay healthy and happy, even when on the go:

- **Count fat in addition to calories.** The benefits of reducing fat are numerous: it is good for the heart, may reduce cancer risk, and will help with weight-loss. "The buzzword today in nutrition is 'fat.' Recent research has shown the importance of fat reduction," says Dillon. Tammy Evans, M.S., R.D., ambulatory care dietician, adds, "With nine calories per gram, fat provides more than twice the calories of the same-sized portion of carbohydrate or protein; in addition, fat calories are more readily stored as body fat. Therefore, by reducing the amount of fat in your diet, you can enjoy larger quantities of food and not feel deprived."
- **Increase complex carbohydrates and fiber.** Include foods like whole grains, cereals, oats, fresh fruits, vegetables, dried beans and peas into everyday meals.
- **Do not be just a weekend athlete.** "Increasing your activity level does not necessarily mean strenuous exercise," says Dillon. Working some light exercise into the daily routine not only saves time, but is a lot easier to maintain. Take a walk at lunchtime or take the stairs rather than an elevator. "Now is a great time for employees to start a stair walking program, since the Farr elevators are under repair. Stair walking is one of the highest calorie burners of any exercise; it may burn as many as 1,000 calories an hour," says Evans.
- **Plan meals and grocery shopping in advance.** "Making lists and planning ahead will help you choose the right foods and save time," Dillon says. Even though work may leave little time for a midday break, the worst thing to do is grab a candy bar and a soda for lunch. Try bringing a lunch, or pick up a cup of nonfat yogurt from the cafeteria. It is just as quick and much more nutritious.
- **Avoid eating to relax.** Only eat when hungry. Better ways to relax include taking a walk, reading a book, or listening to music.
- **Read food labels.** Reading beyond the bold face descriptions on the front of packages provides information needed to make intelligent choices. For example, a frozen dinner that has "less than 300 calories" is not necessarily low in fat. Try to find frozen entrees with less than 10 grams of fat.
- **Do not expect immediate, dramatic results.** "One of the reasons why people have trouble sticking with diets or exercise programs is that they expect too much, too soon," says Dillon. Good nutrition—and the benefits that result—is for a lifetime!

Busy employees—like Ann Ryan, secretary to the chairman of Radiology—can eat right on the go by following a few simple guidelines.

March up to better nutrition

March has been designated National Nutrition Month by the American Dietetic Association. As part of the observance, the Department of Dietetics will host a series of events during the week of March 13-16, to provide employees and patients with the latest information about nutrition. A special low-fat, low-cholesterol entree will be offered in the cafeteria at lunchtime.

Other nutrition week activities include:

March 13—"Have you had your oats today?"
Cafeteria breakfast special and information booth with free samples and recipes to help employees realize the importance and benefits of eating oats.

March 14—"Weight control: the other side of the equation"
Information on the importance of increased activity and exercise in weight control, as well as information on the benefits of stair walking; exercise videotapes on low-impact aerobics and walking.

March 14—"Living in the fast lane—choosing frozen entrees"
Information about the nutritional value of popular frozen foods and nutrition guidelines for choosing frozen entrees.

March 15—"Hidden fats lurking in your foods"
Food exhibit with important information about sources of fat in prepared food and low-fat alternatives.

Pulse deadlines

Deadlines for *Pulse* submissions for coming issues are as follows:

April issue — **March 13**
May issue — **April 7**

Please send all submissions to Public Relations, Harris Hall 2, or call 2-8046.

Trustee profile: Colby Hewitt Jr.

"The role of a trustee for an institution like the Deaconess is complex, because health care today is a tough business," says Colby Hewitt Jr., chairman of the Board of Trustees at the Deaconess. "A trustee must have a broad and deep knowledge of health care along with an understanding of the particular problems of the Deaconess," he says. "But serving on a board also involves the basics of working with the president, hospital management, and medical staff leaders to set policy and chart a direction for the hospital's future."

Colby Hewitt Jr. is chairman and chief executive officer of the Massachusetts division of the international insurance firm Frank B. Hall & Co., and has spent his entire career in the insurance industry. He was elected chairman of the hospital's governing body in 1986, having served as a Deaconess trustee since 1969.

During his association with the hospital, he has been a member of most trustee committees, and has chaired several, including development, insurance, nominating, and risk management. "In the past," he says, "some people felt that board membership was a social affair. Now, it's serious business. We want community leaders who are willing to roll up their sleeves and use their skills for the good of the hospital, whether they be in fundraising, financial services, planning, or other business areas. We're not looking for 'big names,' but for those who will donate time, expertise, and money."

In addition to his work at the Deaconess, Hewitt serves many other civic and charitable organizations, including: overseer at Northeastern University, trustee at the Harvard Medical Center, and trustee and former chairman of the board at Hampshire College and Wheelock College. In recognition of his years of service to early childhood education at Wheelock, he was awarded an honorary doctor of education degree at commencement ceremonies last spring. The knowledge and experience he has gained through governance activities in these organizations provides additional insight for his efforts on behalf of the Deaconess.

What is down the road for the hospital? "From the board's point of view, we have some specific short-term goals: to select the best possible successor to retiring President Laurens MacLure, to see the hospital return to a solid financial base, and, pending that outcome, to reactivate the timetable for construction of a replacement patient care facility," he says. "It is essential to maintain a balance between our traditional commitment to the best possible patient care and our more recent commitments to medical education—through our status as a major teaching hospital of the Harvard Medical School—and the great increase in research funding that has occurred in the past 10 or 15 years.

Colby Hewitt Jr., chairman of the board of trustees of New England Deaconess Hospital.

"In the longer term," he says, "my fellow trustees and I are determined to successfully guide a solid and secure Deaconess into the next century."

Photo contest

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3. Up to three entries may be submitted.

4. Entries must be black and white or color prints. Entrants may use any type of camera or film, provided they can furnish the original negative, if requested. Prints must be 5″ by 7″ or 8″ by 10″.

5. Photos must have been taken after March 1, 1988, and must not have been entered nor be entered in any other photography contest where prizes are awarded.

6. Entries may not be retouched and no artwork may be done on negatives or prints. No composite photos, multiple prints, montages, or "sandwiches" of two or more images are allowed. Cropping is permitted.

7. Prints should not be submitted on mats or in frames.

8. Each entrant's name, department, telephone extension, and photo title (if any) should be printed on the back of each print.

9. Submit entries in a manila envelope, no earlier than March 1, to **Photo Contest, Public Relations Department, Harris Hall 239.** All entries must be received **by 5 p.m.** on April 28 to be eligible.

10. The Public Relations Department is not responsible for damaged or lost photos. Every attempt will be made to return photos following the contest.

11. Photographs may not include patients.

12. Decisions of the judges are final.

13. Winners will be announced in the July *Pulse*, and winning photographs will be on display throughout July in the Farr stairwell.

All eligible employees are encouraged to participate. For further information, call Public Relations (2-8046).

Hepatitis B: prevention is the best protection

Hepatitis B is a highly infectious and sometimes devastating disease. Presently, in the United States, there are an estimated 300,000 new cases per year. Although most patients recover, the disease can be fatal. Hepatitis B usually is transmitted by contact with infected blood, blood products, or other body fluids. Some people who contract hepatitis B never exhibit symptoms.

There is no known cure for hepatitis B. Prevention is the best means of control. For health care workers who may be exposed to blood and body fluids, the first step toward avoiding hepatitis B is vaccination, for which a synthetically-made vaccine currently is used. Education and universal infection control precautions —which specify appropriate protections to be used in all patient contact—also are key.

To help employees learn the facts about the spread and prevention of hepatitis B, the Employee Health Clinic will offer a hepatitis B awareness program in the Farr lobby on March 15, 16, 22, and 23, from 7-8 a.m., 11 a.m.-1 p.m., and 2-4 p.m. For more information, call the Employee Health Clinic (2-8157).

Annual meeting

(continued from page 1)

Deaconess, and I always felt I had one of the very best jobs in Boston."

Mary-Eliza McDaniel, president of the Friends of the Deaconess, reported on the many projects undertaken by the auxiliary during the past year, such as refurbishment of the Gift Shop, underwriting the cost of a video system for patient teaching, and purchase of wheelchairs for Admitting. The sum of these efforts—made possible by 263 volunteers who gave 31,230 hours—

"To provide the best care to our patients, nurses must be prepared with skills that use mind, hands, and heart."—Judith Miller, R.N.

represents a generous gift of $134,461, already at work throughout the hospital.

During the meeting, the Honorable Rya W. Zobel was elected as a director and corporator. J. Dale Sherratt also was elected a director. Those elected as members of the corporation were Harry A. George; Ellen D. Howland, R.N.; William V. McDermott Jr., M.D.; John D. O'Brien; Kenneth J. Quickel, M.D.; Marie Rowbotham; Peter Small; and Ann B. Spence. Boston bowls were presented to retiring trustees Albert Pratt and Hillard W. Welch by Hewitt.

As featured speaker, Judith Miller, R.N., senior vice president for Nursing, discussed today's critical nursing shortage and ways the Deaconess is coping with it.

"Patient care has become significantly more complex and technical in recent years," she said. Today, patients' physical, emotional, spiritual, and learning needs must be met in a more comprehensive and cost-effective manner. "To provide the best care to our patients, nurses must be prepared with skills that use mind, hands, and heart."

To illustrate the "mind" aspect of nursing, she discussed the Center for Nursing Research, whose purpose is to advance the skills and knowledge of professional nursing and to recognize this advancement nationally through publication of research.

"We brought the hospital back financially by increasing admissions, decreasing length of stay, and controlling expenses, while maintaining our high standards of care. Everyone worked together as a team; everyone pitched in and got involved."

—Laurens MacLure, President

Miller also described the patient care technician (PCT) program, developed to provide staff nurses with extra "hands." PCTs deliver basic technical nursing care, giving registered nurses more time to devote to advanced nursing skills.

To show the "heart" of nursing and why nurses stay at the Deaconess, Miller presented a videotape featuring nurses in action. The tape was produced by a task force cochaired by Elizabeth Tassinari, R.N., and Rosemary Westra, R.N., with production supervision by Peter Macaulay of Media Services.

Employees honored for LOS-cutting efforts

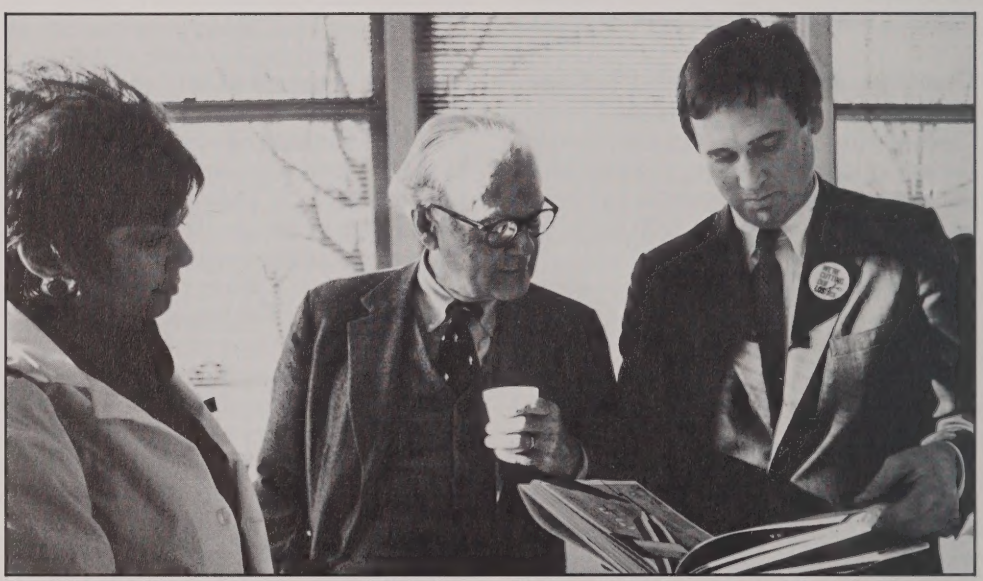
Cakes and buttons, certificates and prizes were the order of the day on February 1, when employees from throughout the hospital were honored for their contribution to the hospital's effort to cut length of stay (LOS) without reducing the quality of care for which the Deaconess is known. During the 1988 fiscal year, the number of days the average patient stayed in the hospital declined to 9.4 days from 10.7 days in FY 1987. Shortening length of stay is an important way to reduce hospital expenses while maintaining, and even improving, the quality of patient care.

The day was highlighted by three parties. A lunchtime gathering at 99 Brookline Avenue, a Farr lobby party for evening and night workers, and the major afternoon celebration, held in the cafeteria. Certificates of recognition were presented to more than 50 employees and medical staff (see list below). Special honors for LOS-reduction leadership went to Mary Lane, R.N., Nursing; Janet O'Day, Social Work; George Starkey, M.D., Surgery; and Elizabeth Wood, Quality Assurance.

Another highlight of the party was the drawing of LOS raffle winners. The grand prize—a "short stay" at Boston's Lafayette Hotel—went to Maria Mastrangelo, Budgeting. Other prizes were awarded as follows: second prize (scissors set) to Stacy Jackson, Medical Records; third prize (alarm clock) to Lillian Mutascio, tumor registry; fourth and fifth prizes (cookies) to Sharon Selman, surgical oncology, and Karen Carrasco, IV nursing.

Sarah Kelly, food service, cuts the "We're cutting our LOSses" cake at the LOS-reduction celebration.

Employees fill out last-minute entries for the LOS raffle.



Carol Keyes, R.N., nurse manager, ICU-A; George Starkey, M.D., Surgery; and Curt Smith, senior vice president, Operations, look over a copy of the book *How Things Work*. The books were presented to employees who displayed outstanding leadership in the LOS-reduction effort.

LOS leaders

Administration
Joanne Wade
Judith Miller, R.N.
Curtis Smith

Admitting
Noreen Hurley

Medical staff
Peter Benotti, M.D.
Robert Bode, M.D.
Albert Bothe, M.D.
T. Corwin Fleming, M.D.
Dorothy Freeman, M.D.
Gary Gibbons, M.D.
Mark Huberman, M.D.
Stanley Lewis, M.D.
Richard Nesto, M.D.
Ronald Silvestri, M.D.
George Starkey, M.D.

Nursing
Helen Burton, R.N.
Patricia Conway, R.N.
Linda Denekamp, R.N.
Paula DePalma, R.N.
Anne DeStefano, R.N.
Deborah Dickinson, R.N.
Ann Donahue, R.N.
Sharron Ducimo, R.N.
Donna Everett, R.N.
Kathy Feuerback, R.N.
Jane Frasca, R.N.
Diane Gulczynski, R.N.
Suzanne Holloran, R.N.
Carol Keyes, R.N.
Mary Lane, R.N.
Jayne Sheehan, R.N.
Elaine Sherwood, R.N.
Sharon St. Ledger, R.N.
Marge Wiggins, R.N.

Quality Assurance
Jeff Baskowski
Gail Davis
Jane Erskine
Gerry Galuardi
Jean Hildebrand
Marie Hanafin Pierson
Elizabeth Wood

Public Relations
Marcia Tabenken

Rehabilitation Services
Cathy Owens

Reimbursement
David Lagasse

Respiratory Therapy
Patsy Rossetti

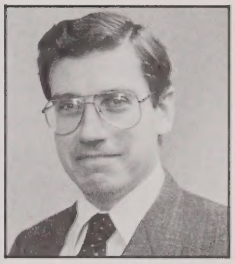
Social Work
Connie Craig
Mary Dunphy
Kathleen Finn
Sue Oberbeck-Friedlich
Margaret O'Connell
Janet O'Day
Marcie Saganov

Jenkins heads new hepatobiliary surgery section

Roger L. Jenkins, M.D., has been named chief of a new section of hepatobiliary surgery within the Department of Surgery. Hepatobiliary surgery refers to surgery of the liver, gallbladder, and related organs. Previously, Jenkins was chief of liver transplantation within the organ transplantation section.

"The growth of our liver transplant program has led to an increase in referrals for other types of liver surgery," Jenkins says. "We're seeing more and more people with liver and bile duct tumors, and we're devising better ways of caring for them."

The new section also is setting up a cooperative liver transplantation/surgery program with the Lahey Clinic in Burlington. Lahey patients will have surgery done at the Deaconess and follow-up at Lahey. "We are working with Lahey to develop new treatment protocols," Jenkins says. "It's a more efficient way to function, and we'll receive input from more people."



Roger L. Jenkins, M.D.

Jenkins is a graduate of the University of Vermont College of Medicine and completed his internship, residency, and surgical fellowships at the Deaconess. He has been the leader of the liver transplant team since the program's inception in 1983. He also is an assistant professor of surgery at Harvard Medical School.

Recruitment update

During January, Human Resources attended the Nursing Expo and Premier Job Fairs, both of which were successful events. During January, 65 new employees joined the Deaconess. Welcome to:

Ida Alicea, Radiology
JoAnne Anastasia, Nursing
Hava Avraham, Research
Bhai Bennett, Nursing
Linda Blouin, Nursing
Tyrone Briscoe, Dietary
William Burley, Dietary
Mabel Casiano, Deaconess Medicine
Sid Chabane, Materials Management
Linda Chan, Pharmacy
Carole Coleman, Deaconess Medicine
Valerie Cooper, Nursing
Martin Curry, Pharmacy
John D'Emilia, Research
Maria DeOliveira, Physician Financial Services
Richard DeSimone, Accounting
Karen Donnellan, JCRT
Rina Federico, Research
Karen Fernandes, Nursing
Mary Gaceck, Pathology
Roselim Gallardo, Deaconess Medicine
Maritza Gonzales, Nursing
Marian Gonzales, Ambulatory Patient Financial Services
Adeline Grosse, School of Nursing
Sandra Hable, Nursing
Joanna Hendrix, DSA
Deborah Hogan, Pharmacy
John Humm, Ph.D., JCRT
Charlotte Hyre, Nursing
Stacy Itzkowitz, Deaconess Medicine
Brad Jimmo, Research
Lysa Johnson, Deaconess Medicine
Karen Jones, Pathology
Louis Joseph, Radiology
Irene Lagan, Research
Rosa Landers, Nursing
H. Gary Lennon, Ambulatory Patient Financial Services
Eileen Martini, Nursing
Tammy Mathis, Nursing
Sharon McCune, Pathology
Attracta McKiernan, Nursing
Sheila McRae, Nursing
Christopher Morrisey, Ambulatory Patient Financial Services
Elizabeth Moyer, Pathology
Francis Norton, Patient Financial Services
Mark Norton, Ambulatory Patient Financial Services
Carole Osman, Nursing
Tracey Pease, Nursing
Chris Pergola, Research Administration
John Price, Jr., Engineering & Maintenance
Joycelyn Richards, Nursing
Ruth Rosenfield, Research Administration
James Shank, DSA
Sonya Skelly-Almeida, Administration
Lee Smith, Materials Management
Carl Symecko, Pharmacy
Janet Wagner, Nursing
Kathleen Wahlstrom, Engineering & Maintenance
Alice Walker, Nursing
Rhonda Walter, Deaconess Medicine
Orson Williams, Physician Financial Services
Maurica Woods, Nursing
Bruce Wright, Cardiology
Sidney Yeung, DSA

Deaconess in the news

Deaconess people in the news in the past few months include:

• **George Blackburn, M.D.,** director of the center for nutritional research, and **Beatrice Kanders, Ed.D., M.P.H.,** director of the nutrition coordinating center, appeared on WBZ-TV's "Evening Magazine" regarding the Optifast weight-loss program.

• **Peter Benotti, M.D.,** director of the gastric surgery program, was interviewed for a *Boston Globe* article and for WBZ-TV's "Evening Magazine" concerning gastric restrictive surgery.

• **Jerome Groopman, M.D.,** chief of hematology/oncology, was interviewed on WBUR-AM during "morning edition" and by *The New York Times* regarding new research findings on CD4, a protein found to increase white blood cell counts in monkeys.

• **Jonathan Isaacsohn, M.D.,** cardiologist, was featured on WCVB-TV's "Good Day" concerning appropriate cholesterol levels.

Deaconess contracts with Marriott for Building Services

Expect to see the Deaconess looking even cleaner in the future due to a major change in Building Services—a three-year contract with Marriott Corporation to provide environmental services. Because of this affiliation, the hospital should benefit from Marriott's expertise and knowledge of the most up-to-date cleaning techniques and methods. The Deaconess is the first major teaching hospital in the Northeast to contract with Marriott for such services.

A Marriott employee, Marita M. McGlone, (see article below) is new manager of Building Services. She reports both to Deaconess senior management and to a Marriott district manager. Marriott also provides an assistant/training manager. In addition, efforts are underway to recruit another assistant manager from within the Building Services department.

Recent turnover in Building Services' leadership led Deaconess management to consider outside companies that provide environmental services. Marriott was selected because of their strong guest relations program, employee recognition and training programs, knowledge of innovative cleaning techniques, and research capabilities.

"I am particularly impressed with Marriott's strong commitment to facilities management and their in-depth knowledge of environmental services," says David Lilley, senior vice president for Operations. "In just the short time Marita has been at the Deaconess, she borrowed new cleaning equipment from Marriott, which makes some tasks easier and gets the area cleaner—faster and better than before. Housekeepers who tried the equipment recommended its purchase for the Deaconess. We are confident we made a wise decision by choosing Marita and Marriott."

Marita McGlone appointed manager of Building Services

Marita M. McGlone has been appointed manager of Building Services. She is responsible for all aspects of the daily operations of the department, which maintains the cleanliness of every area within the hospital. Since coming to the Deaconess, McGlone has met with Building Services supervisors and employees, as well as key management people, to discuss the services the department provides. As a result, she expects to make several changes in work schedules and frequency of tasks; and some of these changes will be seen as early as the spring.

Before coming to the Deaconess, McGlone was director of Environmental Services at Abington Memorial Hospital in Pennsylvania for 9 years.

"The Deaconess has a worldwide reputation, and Boston was my first choice for a relocation city, so I'm thrilled I was chosen to work here," said McGlone.

A native of Pennsylvania, McGlone received a bachelor of science from Pennsylvania State University and a master of business administration from Temple University in Philadelphia.

Marita M. McGlone

"It's a joint effort keeping the Deaconess presentable for patients, visitors, and each other," says McGlone. "I hope all employees will 'take pride of ownership' in the Deaconess and be active participants in keeping the environment clean and clutter free."

Service awards

Congratulations to the following employees who celebrate their service anniversaries in March:

25 years
Gail Graham, Administration

20 years
Adeline Elmeus, Materials Management

15 years
Loretta Champagne, Dietary
Myra MacDonald, Staff Development
Rosa Pereira, Building Services
Charles Washington, Dietary

10 years
Roberto Jimenez, Building Services
Patricia MacDonald, General Diagnostic Studies

5 years
Joyce Clement, Dietary
Trevor Forde, Nursing
Marju Haas, R.N., Surgical Services
Mario Leyva, Building Services
Peter Macauley, Media Services
Martha Malynn, Medical Records
Susan Santo, R.N., Nursing

(This list was provided by the Human Resources Department.)

We're sorry

In the February *Pulse*, three employees were wrongly noted as celebrating their 25-year service anniversaries. **Richard Barry**, Admitting; **Paul Fordham**, Admitting; and **Karen Kimball, R.N.**, Nursing, celebrated their 15-year service anniversaries in February.

Growth leads to reorganization of Research Administration

Over the past five years the hospital's research activities have grown tremendously. In 1983, research funding was almost $4 million; by 1988, funding levels reached $27 million. During this time, lab space has increased, with the establishment of several research facilities in rented space off the hospital campus. Yet throughout that period, the number of people responsible for administration of the research program remained essentially unchanged.

"When I came on board, we took a good look at what the department had been doing, what we needed to preserve, and where improvement was needed," says William New, who became director of the Division of Research in 1988. "We found that our problems were related to systems and staffing levels. In spite of an extremely demanding workload, the staff was very committed to the research program. We needed to clarify organizational responsibilities and bring additional people on board."

To better cope with the hospital's research needs, Research Administration has been reorganized into four offices. The protocol office remains basically unchanged under Susan Landsman, protocol administrator. She coordinates the activities of the hospital's Institutional Review Board (which approves all research programs), keeps records, and makes sure programs are in compliance with federal and state regulations. The protocol office is on Harris Hall 5 (extension 2-8538).

The newly-created office of industrial-sponsored research is responsible for generating and coordinating research funding from non-governmental sources, such as industry and private foundations.

Management staff in the reorganized Research Administration Department are (left to right) Carmine Tocci, manager of research financing; Susan Landsman, protocol administrator; William New, division director; JoAnn Moretti, manager of research planning; and Alfred Handler, Ph.D., director of the office of industrial-sponsored research.

Directed by Alfred Handler, Ph.D., the office can assist investigators in obtaining funds, applying for patents, and arranging licensing agreements. The industrial-sponsored research office is on Meissner 3 (2-9032).

Another new office, research financing, is responsible for maintaining and providing financial information needed by both research investigators and sponsors. This office, under Carmine Tocci, will develop management systems to allow timely access to the needed data and also keep financial records and procurement documents required for periodic audits by research regulators. The office is located on the ground floor of the Cancer Research Institute (CRI) (2-8583).

Helping investigators identify sources of funding, develop grant applications and budgets, and communicate with federal government sponsors is the responsibility of the office of research planning. JoAnn Moretti was recently appointed to head this office, which is located on CRI-1 (2-8536).

New says, "Hospital management has been very supportive of the research program, but the operation had grown beyond the scope of a few people to handle. Now we are better able to face the big issues of the day, the most serious of which are the space shortage and the need to provide more timely and useful financial reports. We're looking at ways to address these problems both for the immediate and the long-term future."

New appointments

William Burley has joined the Department of Dietetics as the manager of dining services. He has a degree in hotel administration from Rochester Institute of Technology and strong experience in food service management. He is responsible for the cafeteria and coffee shop as well as internal and external functions.

Michele B. Clancy, M.B.A., R.D., has joined the Department of Dietetics as assistant director. She received her B.A. in nutrition from Syracuse University and her M.B.A. from the University of Rochester.

Lisa Foley has been promoted to supervisor in Physician Financial Services, where she will head the Deaconess Surgical Associates billing and accounts receivable.

Sandra Hable, R.N., recently was appointed to the Deaconess 4 nursing staff. She comes to the Deaconess from Northwestern Memorial Hospital in Chicago.

Peter G. Kritikos recently was appointed assistant controller in Accounting. He comes to the Deaconess from Winthrop Hospital, where he served in a variety of positions, most recently as chief financial officer. In his new position, he will be responsible for financial statements and reporting.

United Way results are in

Congratulations and thank you to the nearly 900 employees who participated in the 1988 United Way campaign. The hospital raised $52,229 — 15 percent more than last year. Let's keep up the good work in 1989!

Reception will honor Deaconess author

A reception to celebrate the publication of a book edited by **Janice Bell Meisenhelder, D.N.Sc., R.N.**, director of the Center for Nursing Research, will be held on Wednesday, March 22, from 4-6 p.m. in Howland Auditorium, Kennedy Hall. The book, entitled *Comfort in Caring: Nursing the Person with HIV Infection*, provides a practical overview of major issues related to nursing people with AIDS. The reception is open to all hospital employees and members of the local nursing and AIDS-care communities. The book will be available for purchase at the reception. Meisenhelder, her co-editor, and contributing authors will be present to autograph copies of the new book.

Save the date!

The Annual Service Awards Reception will be held on Thursday, April 6, at 6 p.m. at the Children's Museum. This year's event will include a buffet dinner and dancing. Eligible employees (those with 5 or more years of service) will receive invitations during March. For more information, call Joanne Martin (2-8147).

Health clinic offers blood pressure screenings

High blood pressure, a major risk factor for cardiac disease, often is known as the "silent killer." For employees concerned about blood pressure, the Employee Health Clinic offers routine blood pressure checks on Tuesdays and Thursdays, 10:30 a.m.-noon. Awareness can be the first step to a healthier lifestyle! For more information, call the Employee Health Clinic (2-8157).

Benefits office moves to new location

The Benefits and Employee Records Office has relocated to the former Harris Hall classroom on the ground floor next to the Compensation and TSA/Pension area. In conjunction with the move, phone numbers have changed as follows: benefits, 2-8222; verification, 2-8223; records, 2-8224.

Handicapped parking available at the Deaconess

For the convenience of handicapped employees, patients, and visitors, designated handicapped parking spaces are located on the first floors of both the 110 Francis Street and Pilgrim Road Garages. Because of the distance between the garages and the main entrance to the hospital, arrangements for wheelchair assistance can be made in advance with patient transport. In addition, valet parking for persons with special needs can be arranged with advance notice. For more information, call the Parking Office (2-8034).

Participants needed for blood pressure study

The autonomic evaluation unit is conducting tests using non-invasive and painless measurements of blood pressure and heart rate. Men aged 44-48, 53-57, 62-66, and 70-74, and women aged 17-25, 31-41, and 60-67 are needed most urgently, although all are welcome. Participants will be asked to relax during the 45-minute test. They should be in good general health and should abstain from caffeine and alcohol 12 hours prior to the test. Interested people should contact Chris Broadbridge (2-8452) or Roy Freeman, M.D. (2-8837).

Staff changes in cardiology

Stanley Lewis, M.D., is serving as acting chief of cardiology during the absence of O. Stevens Leland, M.D., chief of cardiology, who is on sabbatical. In addition, Richard Nesto, M.D., has assumed full responsibility for the fellowship training program in cardiology.

Cafeteria deli service expands

The cafeteria recently expanded its deli service. A complete deli bar will feature custom-made sandwiches: mortadella, hot ham, hot pickles, and a daily special are among the new items available. The cafeteria welcomes comments and suggestions regarding this new service. For more information, call Food Service (2-8174).

Start saving with the Deaconess 401(k) savings and investment plan

All regular full- or part-time employees who have been with the hospital for a year or more are eligible for the hospital's 401(k) tax-sheltered annuity plan. Employees can designate from 1 to 10 percent of their weekly income to be placed with the plan through payroll deduction. The program offers an opportunity to save for the future, pay less tax now, and add to savings with the hospital's matching contributions. For more information, contact Linda Vynorius (2-8150).

Deaconess changes laundry service

The Deaconess has switched laundry processors from a private company to a cooperative laundry—Hospital Laundry Association (HLA) of Boston. The new processor will provide on-time deliveries, exchange carts for new areas, and the ability to determine linen usage by patient area. For more information, call Miggs Gorrilla (2-8515).

In memoriam

David Skinner, M.D., a member of the honorary medical staff, died recently. He was a pathologist and chief of microbiology at the Deaconess for 10 years prior to his retirement in 1977. Donations in his memory may be made to the Deaconess or Harvard Medical School.

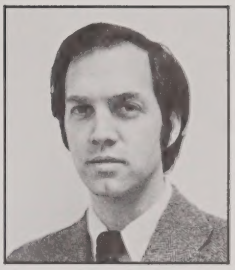
New staff members

The following physicians have joined the active staff in recent months.

Francis Drislane, M.D., neurologist, also is on staff at Beth Israel Hospital. He is a graduate of Yale Medical School, had internal medicine training at Boston City Hospital, and completed a neurology residency with the Longwood Neurology Program. He will concentrate his activities in clinical neurophysiology and has a subspecialty interest in seizure disorders.

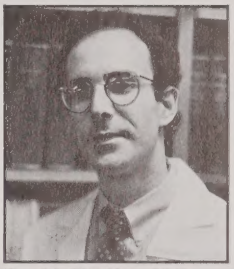
J. Paul Finn, M.D., radiology, recently completed residency training in London at Hammersmith Hospital, the National Hospital for Nervous Diseases, and Children's Hospital at Great Ormond Street. He is a graduate of the medical school at University College of Galway, Ireland, and has a masters in magnetic resonance imaging (MRI) from University College in Dublin. His work will concentrate on MRI.

David Shaffer, M.D., transplant surgery, was a resident with the Deaconess-Harvard Surgical Service. He is a graduate of Columbia College of Physicians and Surgeons and was an intern at Yale/New Haven Medical Center. He will be active in general surgery and all areas of transplantation, and has a research interest in small bowel transplantation.



Francis Drislane, M.D.

J. Paul Finn, M.D.



David Shaffer, M.D.

Having a function? Let the front desk know!

Often, people arrive at the hospital to attend an event but are not sure where it is being held. Frequently, they seek assistance at the Farr 1 Information Desk. For this reason, anyone planning a function should notify the information desk, either in writing or by phone (2-9151), at least one day before the function. Notification should include the time and location of the event, and the name and extension of a contact person.

Blood donor room celebrates St. Patrick's Day

The Blood Donor Room will sponsor a St. Patrick's Day party on Friday, March 17, featuring cake and a prize drawing for a free dinner at Tony's Villa. Help bring the luck o' the Irish to patients in need of blood by donating. For more information, call the Blood Donor Room (2-9085).

Credit union holds annual election

The Alpha Credit Union has announced its newly-elected Board of Directors for 1989: **Gary Chellis, Richard Delaporta, Anne Doherty, Thomas Gheringhelli, Mark Grubbs, Helen Lockhart, Gary Rundle, Margaret Santos, David Snow, Samuel Stewart, Kevin Strout, Sandra Sullivan, Robert Tabb,** and **Albert Vigneau.** The board members encourage questions and ideas from credit union members. For more information, call the Alpha Credit Union (2-8164).

Behavioral medicine offers new mind/body programs

The section on behavioral medicine is offering a new mind/body program for women with premenstrual syndrome as well as a program for people with diabetes. Both programs run for 10 weeks. For more information, contact Behavioral Medicine (2-9530).

"Go for Your Goal, Be a Champion of Control" T-shirts, sold in conjunction with Heart Month activities, are still available from behavioral medicine for $10 each. Interested employees should contact Nora Mulvaney (2-9530).

Longwood Symphony to perform March 4

Guest soloist David Witten will perform Tchaikovsky's First Piano Concerto, in concert with the Longwood Symphony Orchestra on March 4. Also featured in the program, to be held at 8 p.m. at MIT's Kresge Auditorium, will be Bernstein's *Slava* and Shostakovich's Fifth Symphony. Tickets are $8 and $6 and may be purchased at MASCO or at the door. Senior citizen and student discounts are available. For more information, call 734-7512.

United Way requests nominations

The United Way of Massachusetts Bay is looking for nominees for its annual Volunteer Recognition Ceremony. All employees are invited to nominate their friends, family members, neighbors—even themselves—for all types of volunteer activities. Nominations must be received by **March 4.** Copies of the nomination form are available from the Volunteer Office, Harris Hall 1 (2-8044).

March teleconferences

During March, teleconferences will be offered on the following topics: **Hepatitis B, managerial communication, productivity and staff motivation, resource-based relative value scale, OSHA hospital inspection,** and **giving patients bad news.** For more information, including dates, times, and places, contact Media Services (2-8215).

American Cancer Society to hold Daffodil Day

The American Cancer Society will hold its eighth annual Daffodil Day on Wednesday, March 22, to raise money for the society's research, education, and patient service programs. Flowers may be ordered in advance and delivered on March 21. The daffodil, the first flower of spring, is the society's symbol of hope for a cancer-free world. Supporting Daffodil Day means giving hope to cancer patients while giving yourself a touch of spring. For more information, contact Jamie Marie Sheerin at 267-2650.

NEWS IN BRIEF

Richard Baptista, M.S., R.Ph., general manager, Deaconess Home Health Care Corporation, published an article comparing the syringe infusion pump to the gravity-feed minibottle in *Drug Intelligence and Clinical Pharmacy.* He also was appointed to the publication's educational advisory board.

Baptista gave a talk entitled "Stability and compatibility of various drugs with total nutrient admixtures" to the pharmacist specialty session of the American Society for Parenteral and Enteral Nutrition. In addition, he and **Francis Mitrano, M.S., R.Ph.,** director of operations, DHHCC, published an article entitled "Home intermittent amrinone infusions in terminal congestive heart failure" in *The Annals of Pharmacotherapy.*

Henry Brown, M.D., Surgery, recently returned from sabbatical leave at the University of Buenos Aires and the University of Paris, where he became a corresponding member of the Groupe d'Etude de la Main (the French Hand Surgical Society).

Jeffrey Dover, M.D., chief of dermatology, published an article entitled "Pigmented guinea pig skin irradiated with Q-switched ruby laser pulses: morphologic and histologic findings," in the *Archives of Dermatology.*

Ann M. Lees, M.D., research staff, **Robert S. Lees, M.D.,** chief of peripheral vascular disease, and **Jonathan L. Isaacsohn, M.D.,** medicine, published an article entitled "Imaging human atherosclerosis with 99mTc-labeled low-density lipoproteins" in *Arteriosclerosis.*

Robert S. Lees, M.D., was selected to serve on the awards committee of the Arteriosclerosis Council of the American Heart Association. In addition, he spoke on long-term U.S. experience with HMG-CoA-Reductase Inhibitors at a conference on hypercholesterolemia in Cologne, Germany.

Marion Longo, R.N., M.S.N., C.S., clinical nurse specialist, psychiatry, and **Sharron Ducimo, R.N., M.S.,** nurse manager, Deaconess 4, have been selected by the Travenol Company to help develop the psych PBDS, a nursing orientation system.

Maureen Lynch, R.N., M.S.N., O.C.N., oncology clinician, published an article entitled "The nurse's role in the biotherapy of cancer: clinical trials and informed consent" in *Oncology Nursing Forum.*

Takashi Maki, M.D., Ph.D., division of organ transplantation, was a member of the National Institutes of Health study section on clinical research fellowships.

Janice Bell Meisenhelder, D.N.Sc., R.N., director of the Center for Nursing Research, published an abstract entitled "Fear of contagion: a stress response to acquired immunodeficiency syndrome" in *Advances in Nursing Science.*

Anthony P. Monaco, M.D., chief of organ transplantation, spoke at Columbia University on the use of xenogeneic cells from animals in future cellular transplantation for the treatment of diabetes, hepatitis, and neurological diseases.

Arturo Rolla, M.D., endocrinologist, was appointed assistant clinical professor of Medicine at the Tufts University School of Medicine.

Eileen Stuart, R.N., M.S., behavioral medicine, spoke to members of the New England High Blood Pressure Council on the non-pharmacologic treatment of hypertension. In addition, Stuart, **John Deckro, R.N.; Carol Wells, R.N., M.Ed.; Cindy Medich, R.N., M.S.;** and **Carol Mandle, Ph.D., R.N.,** (all of behavioral medicine) made a presentation to the Boston College Department of Continuing Education on the mind-body effect: implications for nursing practice.

Mary L. Wood, division of organ transplantation and immunology laboratory, was elected vice president of the International Transplantation Society.

Deaconess Hospital

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